



DEPARTMENT OF THE ARMY
INSTALLATION MANAGEMENT AGENCY
2511 JEFFERSON DAVIS HIGHWAY
Arlington, VA 22202

SFIM-Z

12 January 2004

MEMORANDUM FOR See Distribution

SUBJECT: Installation Management Agency Training Guidance

1. **Purpose.** To provide guidance and priorities to all IMA commanders and leaders regarding their training and professional development responsibilities and objectives.
2. **Scope.** This guidance applies throughout IMA -- to the headquarters, region offices, garrisons, and region-level field operating agencies. All leaders in the agency are critical elements in the IMA training challenge and set daily examples of the universal commitment to the IMA mission.
3. **HQ IMA Mission.** Provide equitable, effective and efficient management of Army installations worldwide to support mission readiness and execution, enable the well-being of Soldiers, civilians and family members, improve our aging infrastructure and preserve the Army's environment.
4. **HQ IMA Mission Essential Task List (METL).**
 - a. **Demonstrate sound stewardship of resources.** With a budget exceeding \$7 billion dollars per year, IMA must prove to all Army stakeholders and customers that it manages and applies these resources wisely and in accordance with the Army priorities and common standards. OMA (BOS/SRM/other base support) and AFH dollars to operate and improve our installations are allocated from HQ IMA directly to the installations, where garrison commanders now operate dedicated resource management staffs to ensure maximum bang for the buck.
 - b. **Lead and guide the workforce to achieve transformation of installation management.** With a workforce of over 75,000 people, IMA must demonstrate a committed and aggressive core of leaders who will ensure the effective, efficient and proper development and application of an immense array of talent. Whether they are military, DA civilian, or contractor, IMA workers must be specially equipped and empowered to make a difference in the way our installations are run, commanders are supported, and people are treated.
 - c. **Promulgate the mission, vision, and operational effectiveness of IMA throughout the Army.** This is not a public affairs campaign; it is a quest to gain understanding, support, and team play by a profoundly impacted public that may not always see the efficacy of centralization of installation management. Every IMA leader must know the true story of the Army's commitment to installation excellence and the immense opportunities that this change presents.

SFIM-Z

SUBJECT: Installation Management Agency Training Guidance

d. **Establish and enforce standards and improve performance, leveraging technology.** During FY03, the Army approved Installation Design Standards (IDS) and Army Baseline Services (ABS) as the two-faceted compendium of installation standards. DA set the standards; now IMA must lead the pursuit and begin the long road toward elimination of the "haves" and "have-nots." There won't be enough money to do it all in one year, but IMA must show that the funding it receives will be applied toward those standards and the execution of far-reaching, visionary master plans.

5. **Region METL.**

- a. Monitor and assist in allocation of resources.
- b. Assess, analyze, and enforce installation performance to standard.
- c. Provide a trained and ready workforce.
- d. Promote and sustain communications and situational awareness.
- e. Achieve regional efficiencies.
- f. Lead assigned installations.
- g. Support Army and MACOM mission and transformation requirements.

6. **Garrison METL.**

- a. Exercise command and control.
- b. Provide public safety and security.
- c. Provide sound stewardship of installation resources and the environment.
- d. Provide services/programs to support training and enable readiness.
- e. Execute community, MWR & family support programs.
- f. Maintain and improve installation infrastructure.

7. **Goals.** As the home for the Army's forces, installations must provide common levels of support and consistent quality of facilities. This support includes training, readiness, force projection, sustainment, recovery, reconstitution, and well-being. Installations must continue to provide living and working environments where Soldiers, civilians, and families can excel and prosper. A key dimension of the IMA Strategic Plan, IMA's goals are simple but compelling:

- a. Manage installations equitably, effectively, and efficiently
- b. Enable the well-being of the Army's people
- c. Provide sound stewardship of resources
- d. Deliver superior mission support to all organizations
- e. Develop and sustain an innovative, team-spirited, highly capable, service-oriented workforce – a vital component of the Army team

The similarity of these goals to the IMA mission and METL is purely intentional; in our early existence, we cannot focus too strongly or work too hard in the direction of these basic tenets. These five goals produce volumes of action plans and actions that we must accomplish to achieve the IMA Vision: "The preeminent agency in the Department

SFIM-Z

SUBJECT: Installation Management Agency Training Guidance

of Defense that produces highly effective, state-of-the art installations worldwide, maximizing support to People, Readiness, and Transformation.”

8. **Priorities: IMA Way Ahead – “Installations as Flagships”**

- Implement Installation Design Standards (IDS), Army Baseline Standards (ABS) and Performance Measures
- Establish garrison processes and teams to manage IMA budget full-up in FY04 and beyond
- Begin standardization of garrison organizations and functions
- Establish IMA management system for special installations that is right for the long term
- Initiate business process redesign & enterprise information management solutions
- Promulgate IMA theme to the field through aggressive strategic communication program (continued from year one)
- Implement Activity-Based Costing and Management worldwide
- Build the installation management bench through aggressive career development and training programs
- Learn to operate as a single agency team worldwide.

9. **Garrison Commanders as Trainers.** Back in the mid-1990s, the Army decided to centrally select garrison commanders (GC) in the same way it selected tactical and training battalion and brigade commanders. Since that time, garrison command has become increasingly understood to be one of the Army’s most challenging command disciplines. Among the Army’s centrally-selected LTC and COL commanders, one vital theme remains constant: the most important job of a commander is to professionally develop his/her subordinates to excel at higher levels and accomplish all mission-essential tasks in the absence of the commander. With the highly diverse, >92% civilian workforce and multi-faceted missions of a typical garrison, this responsibility can quickly become lost. Often the GC’s most important job -- developing the garrison leaders and training the garrison workforce -- does not get done. We cannot let this happen. Every GC must understand the primary nature and constant demands of his/her responsibility to train. Without a firm commitment, definitive plan and top-driven schedule to accomplish these responsibilities, other “priorities” will always seem to prevail while training suffers. As an agency, IMA is committed to the GC as its training center of gravity. Our system and priorities must support and complement the GC’s training agenda.

10. **Garrison CSM Development.** We must pay particular attention to the training garrison CSMs receive to prepare for the unique challenges of this position. We are committed to equip GCs with the essential garrison command skills through courses that focus on command and installation management; we must do the same for our

SFIM-Z

SUBJECT: Installation Management Agency Training Guidance

CSMs, including making mandatory their attendance at the Garrison Command Sergeant Major Course, preferably in advance of their first assignment to a garrison.

11. **Soldier Training and Education.** Region directors and garrison commanders must ensure IMA Soldiers attain and sustain required levels of knowledge, skills, and experience necessary to maintain proficiency as Soldiers. Use AR 350-1, Army Training and Education, in particular Chapter 4, Training in Units and Organizations, dated 9 April 2003, to aid in the development of your Soldier training and education plan. This chapter provides requirements for mandatory training, including PT, weapons qualification, and NBC defense. Annex A provides additional guidance to develop individual, leader, and self-development goals and objectives.

12. **Risk Management.** Training and safety go hand in hand. Safety risk assessments and environmental risk assessments are conducted during the planning phase of training to ensure the training is realistic, yet does not exceed an acceptable level of risk, cause unnecessary environmental damage, or violate environmental legal restrictions. Leaders responsible for training will use the five-step risk management process outlined in FM 100-14, Chapter 2. Safety and environmental assessments are continual and will be conducted during all phases of training development, implementation, and evaluation. Risk management will be integrated into the training development process and will be employed in training planning and delivery. Refer to FM 100-14, Risk Management, and FM 101-5, Staff Organizations and Operations.

13. **Echeloned Leader Development.** Coaching, teaching, and mentoring are powerful concepts that are instrumental in the development of agile, innovative, confident, and competent leaders. We are committed to developing leaders that are strong agents for change, focused on new business processes and initiatives, and equipped with the skills, knowledge, and abilities to meet the challenges of the future. My training philosophy stresses the importance of these concepts and our commitment to developing and maintaining a highly skilled and resilient workforce of dynamic leaders and functional experts. We, the corporate leaders, including the HQ command group, division chiefs, region directors (RD), and all garrison commanders and managers, are responsible for coaching, teaching, and mentoring 2-levels down, as illustrated in this simple diagram:

Dir, IMA →	RDs →	GCs
RD →	GCs →	Garrison Staff Principals
GC →	Garrison Staff Principals →	Functional Branch Chiefs

Coaching -- FM22-100 states "coaching involves a leader's assessing performance based on observations, helping the subordinate develop an effective plan of action to

SFIM-Z

SUBJECT: Installation Management Agency Training Guidance

sustain strengths and overcome weaknesses, and supporting the subordinate and the plan." Coaching is a principal responsibility of leaders, managers, and supervisors at all levels. Coaching is about evoking excellence in others; it is a way to share your knowledge and experience in an inspiring manner. A coach provides feedback and helps subordinates learn to better perform the tasks required to meet organizational goals. When to coach? Simple answer is constantly, but coaching is most appropriate with new people, when facing new or complex tasks or missions, when subordinates are given greater responsibilities, or when a subordinate's performance is lagging. There are a variety of coaching techniques. For example, a question and answer dialogue designed to encourage problem-solving, using appropriate stories to illustrate your point, providing feedback or advice, modeling the behavior or how to complete a specific task, or causing the subordinate to reflect on aspects of the situation.

Teaching -- FM 22-100 tells us "teaching gives knowledge or provides skills to others, causing them to learn by example or experience." Teaching is also a primary leader task. It focuses on technical and tactical skills (FM 22-100). The role of the teacher is one that facilitates the learning of an individual through multiple methodologies. For example, providing the answer to a specific question, self-discovery, or sharing one's own experiences and skills.

Mentoring -- FM 22-100 defines mentoring in this way: "Mentoring is the proactive development of each subordinate through observing, assessing, coaching, teaching, developmental counseling, and evaluating that results in people being treated with fairness and equal opportunity. Mentoring is an inclusive process (not an exclusive one) for everyone under a leader's charge." Mentoring is the process of sharing experiences and lessons learned with subordinates so they do not have to learn it all the hard way. A mentor is someone to whom an individual turns for advice, guidance and support, and information concerning the organization's culture. The mentor is someone who "knows the ropes" and can interpret the environment to the individual. Some individuals have multiple mentors. For example, one mentor might be concerned with education and professional development, another with the culture and behavior modeling, such as developing a sense of competence, identity, and effectiveness in a professional role. Mentoring can be of short duration or lifelong.

14. **Training Management.** FM 7-0, Training the Force, is the Army's capstone training doctrine that provides the fundamental principles for individual, leader, and unit training. This manual is a great resource to help leaders manage training more effectively and efficiently. It presents the Army Management Training Cycle as the foundation to the training process and is a reference for the development of training plans. IMA's Mission and METL are essential to planning, preparing, executing, and evaluating training. RDs and GCs will develop training plans that incorporate specific training requirements based on the IMA mission, METL, and their own organization's specific mission and METL, all of which must be synchronized. The IMA Strategic Plan,

SFIM-Z

SUBJECT: Installation Management Agency Training Guidance

Performance Management Review (PMR), and supporting action plans are vital resources in training management. The PMR is used to track and measure progress on the strategic plan goals and action plans. Link all training and performance objectives to the PMR standards, which are derived from the Army Baseline Services (ABS) and other standards for IMA command initiatives. RDs and GCs should periodically review the core competencies of their organizations, strategic objectives, performance measures, and targets to ensure their organizations are on track to accomplish designated missions and goals to standard.

15. **Quarterly Training Brief (QTB).** The QTB is the format that all GCs will use to report their PMR to their RD and Installation Commander (IC)/Senior Mission Commander (SMC). Garrison Commanders that are currently doing quarterly performance reviews to their IC's/SMC's are to be commended. As the current PMR system evolves, use the templates described in Annex H. These templates represent the minimum briefing GCs will use in structuring their QTBs. Do not be concerned about the term "QTB" not having appropriate relevance to a Garrison status briefing, and do not use T, P, and U as rating measures. The Garrison PMR is all about training, and the QTB is a well-developed process in our Army to which our Senior Commanders relate. Red, amber, green ratings (vice TPU) are appropriate (but the briefing should not have to be in color to convey these ratings).

16. **Director's Challenge.** This training guidance is my contract with you. I challenge each of you to learn and grow personally and professionally. The implementation of our echeloned leader development is the foundation to grow IMA leaders at all levels. The annexes provide additional guidance in areas which will assist in our planning and training processes across IMA. GCs, throughout your command tenure, be constantly mindful of your responsibilities to train all members (military, civilian, contractor) of your workforce; make sure your training plans reflect this scope and are geared for success. Let me know if you need the agency's corporate resources and investment to execute these vital responsibilities.

Signed – 12 Jan 04
ANDERS B. AADLAND
Major General, GS
Director

SFIM-Z

SUBJECT: Installation Management Agency Training Guidance

8 Encls

1. Annex A. Training and Education
2. Annex B. Mandatory Training for Garrison Staff
3. Annex C. Civilian Workforce Development
4. Annex D. Evaluation, Assessment, and Feedback
5. Annex E. Force Protection
6. Annex F. Civilian Evaluation and IMA Award Submission Timeline
7. Annex G. Borrowed Military Manpower
8. Annex H. Performance Management Review – GC's QTB

DISTRIBUTION:

SFIM

SFIM-NE-Z

SFIM-SE-Z

SFIM-NW-Z

SFIM-SW-Z

SFIM-PA-Z

SFIM-EU-Z

SFIM-KO-Z